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Item 121 of the preliminary list*
Scale of assessments for the apportionment of the expenses of the United Nations

Multi-year payment plans

Report of the Secretary-General

Summary

In its resolution 57/4 B, the General Assembly endorsed the conclusions and recommendations of the Committee on Contributions concerning multi-year payment plans, and, in its resolutions 58/1 B, 59/1 B and 60/237, it reaffirmed that endorsement. In this connection, the Committee recommended that the Secretary-General be requested to provide information on the submission of such plans to the Assembly, through the Committee on Contributions. It also recommended that the Secretary-General be requested to submit an annual report to the Assembly, through the Committee on Contributions, on the status of Member States' payment plans as at 31 December each year. The present report is submitted in compliance with those requests and provides information on payment plans/schedules submitted earlier by Georgia, Iraq, the Niger, the Republic of Moldova, Sao Tome and Principe and Tajikistan and on the status of implementation of those plans as at 31 December 2005.

The General Assembly may wish to take note of the present report and encourage Member States with significant arrears in contributions to consider submitting a multi-year payment plan.

* A/61/50 and Corr.1.

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I. Introduction

1. In its resolution 56/243 A, the General Assembly, inter alia, recognized that multi-year payment plans, subject to careful formulation, could be helpful in allowing Member States to demonstrate their commitment under Article 19 of the Charter of the United Nations to pay their arrears, thereby facilitating the consideration of applications for exemption by the Committee on Contributions, and requested the Secretary-General to propose guidelines for such multi-year payment plans through the Committee on Contributions.

2. After considering the report of the Secretary-General on multi-year payment plans[1] at its sixty-second session, in 2002,[2] the Committee on Contributions agreed that Member States should be encouraged to submit such plans, which constitute a useful tool for reducing their unpaid assessed contributions and a way for them to demonstrate their commitment to meeting their financial obligations to the United Nations. The Committee recognized in that regard that due consideration should be given to the economic position of Member States, as not all of them might be in a position to submit such plans, and recommended that multi-year payment plans should remain voluntary and should not be automatically linked to other measures.

3. The Committee also recommended that Member States considering a multi-year payment plan submit the plan to the Secretary-General for the information of other Member States and be encouraged to consult the Secretariat for advice in its preparation. In that context, it was suggested that:

(a) The plans provide for payment each year of the Member State's current-year assessments and a part of its arrears;

(b) Where possible, the plans generally provide for the elimination of a Member State's arrears within a period of up to six years.

4. The Committee further recommended that the Secretary-General be requested to provide information on the submission of such plans to the General Assembly, through the Committee on Contributions, and that the Secretary-General also be requested to submit an annual report to the Assembly, through the Committee on Contributions, on the status of Member States' payment plans as at 31 December each year.

5. The Committee also recommended that, for those Member States that are in a position to submit a payment plan, the Committee on Contributions and the General Assembly take the submission of a plan and its status of implementation into account as one factor when they consider requests for exemption under Article 19 of the Charter.

6. In paragraph 1 of its resolution 57/4 B, the General Assembly endorsed the above conclusions and recommendations contained in the report of the Committee on Contributions. In its resolutions 58/1 B, 59/1 B and 60/237, the Assembly reaffirmed paragraph 1 of resolution 57/4 B. The first annual report of the Secretary-General on multi-year payment plans[3] was considered by the Assembly at its fifty-eighth session, the second annual report[4] at its fifty-ninth session and the third annual report[5] at its sixtieth session.

II. Submission of multi-year payment plans

7. Subsequent to the issuance of the third annual report, Iraq submitted a payment plan under cover of a note verbale dated 11 April 2005 to the Chairman of the Committee on Contributions. Payment plans or schedules had been submitted earlier by Georgia, the Niger, the Republic of Moldova, Sao Tome and Principe and Tajikistan. In the announcement concerning the sixty-sixth session of the Committee on Contributions, to be included in the *Journal of the United Nations* from 20 March to 22 May 2006, the Secretariat has invited Member States considering the submission of a multi-year payment plan to contact the Secretariat for further information. In addition, in the note issued pursuant to paragraph 3 of General Assembly resolution 60/237 concerning the application of Article 19 of the Charter of the United Nations, attention was also drawn to the provisions of resolution 57/4 B. Should any other payment plans be submitted, related information will be provided in an addendum to the present report or in the report to be submitted to the General Assembly at its sixty-second session.

8. The plans submitted by Iraq and the Republic of Moldova were within the six-year time frame mentioned by the Committee, while those submitted by Georgia, the Niger, Sao Tome and Principe and Tajikistan had durations of 10, 9, 8 and 11 years, respectively. For the purposes of the present report, payments are taken to include cash payments by the Member States concerned, together with the application of any credits to their accounts arising during the period concerned. Related information is provided below.

Georgia

9. At the special session of the Committee on Contributions in 1999, the Government of Georgia indicated to the Committee that it intended to submit a schedule of future payments. It did so in 2000, at the sixtieth session of the Committee. At the sixty-first session of the Committee, in 2001, the Government of Georgia submitted a revised schedule. Under cover of his letters of 4 May 2002 and 17 May 2003 addressed to the President of the General Assembly, the Minister for Foreign Affairs of Georgia submitted further revisions of the schedule. Those submissions are summarized below:

	Schedule proposed in			
	2000	*2001*	*2002*	*2003*
	(United States dollars)			
2000	180 000			
2001	707 104	801 300		
2002	707 104	711 549[a]	671 818	
2003	707 104	711 549[a]	1 260 272[a]	
2004	1 060 656	1 067 324[a]	1 260 272[a]	776 229
2005	1 060 656	1 067 324[a]	1 260 272[a]	776 229
2006	1 414 208	1 423 094[a]	1 260 272[a]	776 229
2007	1 414 208	1 423 094[a]	1 260 272[a]	776 229

	Schedule proposed in			
	2000	2001	2002	2003
	(United States dollars)			
2008				776 229
2009				776 229
2010				776 229
2011				776 229
2012				776 229
2013				776 229

[a] Plus contributions for the current year.

10. If fully implemented, the most recent schedule proposed by the Government of Georgia would involve payments totalling $7,762,290. It would reduce Georgia's outstanding assessed contributions at the end of 2013 to its total assessments for the period from 2006 to 2013 minus $493,048.

Iraq

11. At its sixty-fifth session, the Committee on Contributions took note of a payment plan submitted by Iraq under cover of a note verbale dated 11 April 2005. This schedule is summarized below:

	Payment (United States dollars)
2005	5 000 000
2006	5 000 000
2007	5 000 000
2008	4 870 286

12. If it had been implemented, the plan would have involved payments totalling $19,870,286.

Niger

13. In a note verbale dated 22 March 2004, the Permanent Mission of the Niger to the United Nations submitted a proposed schedule for the payment of its assessed contributions. The schedule is summarized below:

	Payment (United States dollars)
2004	18 000
2005	40 000
2006	45 000
2007	50 000
2008	70 000

	Payment (United States dollars)
2009	98 000
2010	98 000
2011	98 000
2012	30 000

14. If fully implemented, this schedule would involve payments totalling $547,000 over the period from 2004 to 2012. If that amount is received during the period from 2004 to 2012, it will reduce the Government's outstanding assessed contributions at the end of 2012 to the total of its assessments during the period from 2006 to 2012 minus $97,839.

Republic of Moldova

15. At the special session of the Committee on Contributions in 1996, the Government of the Republic of Moldova indicated its intention to pay its arrears of assessed contributions to the United Nations over a period of seven years. The Government submitted revised schedules of payments at the fifty-ninth and sixty-first sessions of the Committee, in 1999 and 2001, respectively, which are summarized below:

	Schedule proposed in		
	1996	*1999*	*2001*
	(United States dollars)		
1996	1 000 000		
1997	1 000 000-1 200 000		
1998	1 000 000-1 200 000		
1999	1 000 000-1 200 000		
2000	1 000 000-1 200 000	500 000	
2001	1 000 000-1 200 000	558 947	180 000
2002	1 000 000-1 200 000	700 000	500 000
2003		700 000	800 000
2004		700 000	820 000
2005			1 000 000

16. The most recent schedule proposed by the Government of the Republic of Moldova was fully implemented in 2005.

Sao Tome and Principe

17. Under cover of his letter of 17 May 2002 addressed to the President of the General Assembly, the Chargé d'affaires a.i. of Sao Tome and Principe to the United Nations submitted the following calendar of future payments:

	Payment (United States dollars)
2002	27 237
2003	42 237
2004	59 237
2005	74 237
2006	89 237
2007	114 237
2008	134 237
2009	153 752

18. If fully implemented, the schedule proposed by the Government of Sao Tome and Principe would involve payments totalling $693,896. If that amount is received during the period from 2002 to 2009, it will reduce the Government's outstanding assessed contributions at the end of 2009 to its total assessments during the period from 2006 to 2009 minus $17,478.

Tajikistan

19. In his letter of 15 September 2000 to the President of the General Assembly, the Prime Minister of Tajikistan indicated that his Government had paid $65,250.76 in 2000 and proposed a plan for the phased reduction of its arrears, which is summarized below:

	Payment (United States dollars)
2000	65 251
2001	67 822
2002	67 822
2003	67 822
2004	67 822
2005	67 822
2006	203 466
2007	203 466
2008	203 467
2009	203 467
2010	203 467

20. If fully implemented, the schedule proposed by the Government of Tajikistan would involve payments totalling $1,421,694. If that amount, which has already been exceeded, had been received during the period from 2000 to 2010, it would have reduced the Government's outstanding assessed contributions at the end of 2010 to $1,164,575 plus its total assessments during the period 2006-2010.

Other Member States

21. As indicated in the report of the Committee on Contributions on its sixty-fourth session,[6] the Central African Republic indicated to the Committee that a

long-term calendar of payments was being drawn up by its Finance and Budget Ministry and should be announced soon. As noted by the Committee in its report on its sixty-fifth session,[7] no further information was received during that session and the calendar had not been received at the time that the present report was prepared. At its sixty-fourth session, the Committee was also informed by the representative of Guinea-Bissau that the Government of Guinea-Bissau was keeping the possibility of submitting a multi-year payment plan under continuous consideration as the country's situation normalized.[8] At its sixty-fifth session, the Committee noted that Guinea-Bissau had indicated that it would keep the issue of multi-year payment plans under continuous consideration and, as the country's situation normalized, would establish such a plan as a matter of priority and inform the General Assembly accordingly.[9] Such a plan had not been received at the time that the present report was prepared. The Committee encouraged the Central African Republic, the Comoros and Guinea-Bissau to consider presenting a multi-year payment plan as a way of gradually reducing their outstanding assessed contributions to the United Nations.[10]

22. No other Member States have so far submitted payment plans or schedules for the elimination of their arrears.

III. Status of payment plans of Member States as at 31 December 2005

23. The status of implementation of the most recent payment plans submitted by Georgia, Iraq, the Niger, the Republic of Moldova, Sao Tome and Principe and Tajikistan as at 31 December 2005 is summarized below, in United States dollars.

	Georgia				*Iraq*			
	Most recent plan	*Assessment at 31 December*	*Payments/ credits*	*Outstanding at 31 December*	*Payment plan*	*Assessment at 31 December*	*Payments/ credits*	*Outstanding at 31 December*
1999				7 205 324				13 106 122
2000		116 120	184 443	7 188 001		510 465	59 962	13 556 625
2001		87 686	302 218	6 973 469		2 143 639	321 240	15 379 024
2002		114 552	70 298	7 019 723		1 732 728	138 571	16 973 181
2003		97 200	14 759	7 102 164		2 640 757	74 063	19 539 875
2004	776 229	79 750	899 929	6 281 985		491 339	123 498	19 907 716
2005	776 229	87 328	777 744	5 591 569	5 000 000	465 752	20 268 420	105 048
2006	776 229				5 000 000			
2007	776 229				5 000 000			
2008	776 229				4 870 286			
2009	776 229							
2010	776 229							
2011	776 229							
2012	776 229							
2013	776 229							

	Niger				*Republic of Moldova*			
	Payment plan	*Assessment at 31 December*	*Payments/ credits*	*Outstanding at 31 December*	*Payment plan*	*Assessment at 31 December*	*Payments/ credits*	*Outstanding at 31 December*
1999				334 149				3 386 720
2000		27 082	95	361 136		161 436	324 618	3 256 538
2001		14 483	318	375 301	180 000	38 395	163 254	3 131 810
2002		15 723	3 233	387 791	500 000	56 202	516 732	2 679 236
2003		17 124	950	403 965	800 000	38 883	861 278	1 856 841
2004	18 000	20 932	28 926	395 971	820 000	26 791	751 795	1 131 837
2005	40 000	24 264	41 436	378 799	1 000 000	29 111	1 061 836	99 112
2006	45 000							
2007	50 000							
2008	70 000							
2009	98 000							
2010	98 000							
2011	98 000							
2012	30 000							
2013								

	Sao Tome and Principe				*Tajikistan*			
	Most recent plan	*Assessment at 31 December*	*Payments/ credits*	*Outstanding at 31 December*	*Payment plan*	*Assessment at 31 December*	*Payments/ credits*	*Outstanding at 31 December*
1999				570 783				2 436 208
2000		13 543	48	584 278	65 251	63 507	205 389	2 294 326
2001		14 254	157	598 375	67 822	18 727	296 251	2 046 802
2002	27 237	15 723	29 146	584 952	67 822	22 205	306 961	1 765 046
2003	42 237	17 124	929	601 147	67 822	19 439	296 628	1 487 857
2004	59 237	20 932	1 559	620 520	67 822	26 183	400 955	1 113 085
2005	74 237	24 264	202	644 582	67 822	29 111	65 957	1 076 239
2006	89 237				203 466			
2007	114 237				203 466			
2008	134 237				203 467			
2009	153 752				203 467			
2010					203 467			
2011								
2012								
2013								

24. As indicated in the table, the Government of the Republic of Moldova exceeded payments included in its payment plan in 2005 and no longer fell under the provisions of Article 19 of the Charter. Iraq made a payment of $20,256,697 through a transfer from the escrow account for the United Nations Monitoring,

Verification and Inspection Commission ($20,268,420 including credits applied). This exceeded the amount of the payment plan and Iraq no longer fell under the provisions of Article 19 of the Charter. The Government of Tajikistan has once again significantly exceeded the payments and credits for the period from 2000 to 2005 foreseen in its schedule. Payments and credits totalling $1,572,141 were applied during that period, compared with anticipated payments totalling $404,361 for those years in its schedule. Indeed, the payments and credits applied already exceed the total amount foreseen in Tajikistan's schedule. Were the Government of Tajikistan nevertheless to make the payments currently indicated in its schedule for the period from 2006 to 2010 (a total of $1,017,333), its outstanding assessed contributions at the end of 2010 would amount to $58,906 plus the amount of its assessments during the period from 2006 to 2010.

25. Payments by the Government of Sao Tome and Principe foreseen for the period from 2002 to 2005 in its schedule of payments ($202,948) significantly exceeded the amounts actually received and applied in those years ($31,836). As a result, were the Government of Sao Tome and Principe to make the payments currently indicated in its schedule for the period from 2006 to 2009 ($491,463), its outstanding assessed contributions at the end of 2009 would amount to its assessments during the period from 2006 to 2009 plus $153,119.

26. Both Georgia and the Niger had payments and credits applied to their outstanding assessed contributions in 2005 that exceeded the amounts foreseen in their payment plans. Were the Government of Georgia to make the payments currently indicated in its schedule for the period from 2006 to 2013 ($6,209,832), its outstanding assessed contributions at the end of 2013 would amount to its assessments for the period from 2006 to 2013 minus $618,263. Were the Government of the Niger to make the payments currently indicated in its schedule for the period from 2006 to 2012 ($489,000), its outstanding assessed contributions at the end of 2012 would amount to its assessments for the period from 2006 to 2012 minus $110,201.

IV. Conclusions and recommendations

27. **The General Assembly may wish to take note of the present report and encourage Member States with significant arrears in contributions to consider submitting a multi-year payment plan.**

Notes

[1] A/57/65.

[2] See *Official Records of the General Assembly, Fifty-seventh Session, Supplement No. 11* (A/57/11), chap. IV.A, paras. 17-23.

[3] A/58/63.

[4] A/59/67.

[5] A/60/66.

[6] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 11* (A/59/11), para. 47.

[7] Ibid., *Sixtieth Session, Supplement No. 11* (A/60/11), para. 58.

[8] Ibid., para. 60.

[9] *Official Records of the General Assembly, Sixtieth Session, Supplement No. 11* (A/60/11), para. 59.

[10] Ibid., paras. 87, 92 and 103.

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New Partnership for Africa's Development: progress in implementation and international support

Joint Inspection Unit

Further measures to strengthen United Nations system support to the New Partnership for Africa's Development

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Further measures to strengthen United Nations system support to the New Partnership for Africa's Development" (JIU/REP/2005/8).

* A/61/50 and Corr.1.

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FURTHER MEASURES TO STRENGTHEN UNITED NATIONS SYSTEM SUPPORT TO THE NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD)

Prepared by

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United Nations, Geneva 2005

In accordance with Article 11.2 of the JIU Statute, this report has been "finalized after consultation among the Inspectors so as to test the recommendations being made against the collective wisdom of the Unit".

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ABBREVIATIONS AND ACRONYMS

AFREC	African Energy Commission
APRM	African Peer Review Mechanism
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CEB	United Nations System Chief Executives Board for Coordination
COMESA	Common Market of Eastern and Southern Africa
CPC	Committee for Programme and Coordination
EAC	East African Community
ECA	United Nations Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECE	United Nations Economic Commission for Europe
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
HIV/AIDS	human immunodeficiency virus/acquired immunodeficiency syndrome
HLCP	High Level Committee on Programmes
ICTS	Information Communications Technology System
IGAD	Intergovernmental Authority on Development
IWRM	Integrated Water Resource Management
JIU	Joint Inspection Unit
NEPAD	New Partnership for Africa's Development
OAU	Organization of African Unity
OSAA	Office of the Special Advisor on Africa
RCM	Regional Consultations Meeting
RECs	Regional Economic Communities
SADC	Southern African Development Community
SSATP	Sub-Saharan African Transport Policy Programme
STAP	Short-Term Action Plan
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNGASS	United Nations General Assembly Special Session on HIV/AIDS
UNHCR	Office of the United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UN-NADAF	United Nations New Agenda for the Development of Africa
UNSIA	United Nations System-wide Special Initiative on Africa
WFP	World Food Programme
WHO	World Health Organization

EXECUTIVE SUMMARY

OBJECTIVE:

To identify factors inhibiting effective regional collaboration of United Nations agencies in Africa, in particular through the regional consultations meetings convened by the Economic Commission for Africa (ECA), and to propose specific measures to enhancing effective coordination and collaboration in support of the New Partnership for Africa's Development (NEPAD).

MAIN FINDINGS AND RECOMMENDATIONS

A. There is a general consensus that, owing to the urgent need for institutional arrangements for managing the NEPAD process within the existing structures of the African Union (AU) Commission, a strategic dialogue through annual consultations should be initiated as soon as possible between the United Nations system and the AU Commission with a view to determining and following–up on the setting of a framework for an institutionalized cooperation between the said two entities, i.e. the United Nations system including ECA, on the one hand, and the AU Commission, including the NEPAD secretariat, on the other.

RECOMMENDATION 1

The General Assembly request the Secretary-General to invite, on a regular basis, the AU, including NEPAD secretariat, to attend the annual consultations meetings, with a view to ensuring effective coordination and collaboration between the United Nations system organizations and the African Union.

B. After careful examination of the situation with regard to the representation of the United Nations system organizations as well as the African institutional set-up at the regional and subregional levels, it was realized that some of the regional offices of the existing organizations of the United Nations system have been conducting their respective roles to support their own individual missions and mandates. Importantly, the focus and scope of these organizations' mandates vary from one organization to the other. On the other hand, it is a matter of fact that a good number of the African regional and subregional institutions have overlapping mandates and different geographical configuration.

RECOMMENDATION 2

The General Assembly request the Secretary-General to:

(i) Conduct an independent study on the potential benefits of establishing regional and subregional hubs for United Nations system representation in Africa, as part of a concerted system presence strategy in Africa, taking into consideration different geographical configuration of the African regional and subregional institutions; and

(ii) Review the institutional architecture of the United Nations system in Africa with a view to avoiding duplication and overlapping, cutting costs, and more generally, improving policy and operational coherence.

C. A great deal of skepticism has been expressed by some United Nations organizations about the usefulness and validity of the clustering arrangement as a legacy of the United Nations System-wide Special Initiative on Africa (UNSIA) and the need for further and improved alignment with the NEPAD needs and priorities. Indeed, in order for the United Nations system support to NEPAD to benefit from any meaningful review or improved alignment of the clusters, such a review should be in the context of repositioning the system to better support Africa's development and its regional and subregional institutions. Therefore, it should be part of and an outcome of the strategic dialogue called for in recommendation 1 of this report.

RECOMMENDATION 3

The Secretary-General should direct ECA to conduct, in consultation with the AU/NEPAD and as soon as possible, a review of the efficiency of the clustering arrangement as part of the annual consultations meetings stipulated in recommendation 1 and report back to him before the convening of the next annual consultations in 2006.

D. The lack of constancy in representation in meetings of the regional consultations seems to be one of the organizational issues affecting the work of the clusters. In view of the primacy of NEPAD in the work of United Nations agencies, such representation should include officials in the agencies specifically responsible for coordinating activities relating to NEPAD.

RECOMMENDATION 4

The Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination (CEB) should request the Executive Heads of the United Nations organizations concerned to ensure that only those officials responsible for regional consultations and coordination of activities related to NEPAD within their organizations are designated to attend the annual consultations meetings.

E. Concerns of an organizational nature had been raised with regard to the agenda and schedule of meetings of the regional consultations and of various clusters. Great emphasis has been put on the need to provide constancy and predictability of the clusters meetings, and in a manner that would ensure that the limited capacity of United Nations organizations and their African partners involved and interested in the activities of more than one cluster not be overstretched through overlapping meetings.

RECOMMENDATION 5

All the Executive Heads of the United Nations organizations concerned should ensure that the conveners of each cluster, in consultation and coordination with ECA and their concerned African institutional partners, establish a clear and predictable schedule of meetings for their clusters and sub-clusters and provide a follow-up mechanism for the implementation of the decisions taken.

F. There is a wide consensus within the United Nations system organizations that the main value added of the clustering arrangement in support of NEPAD and Africa's development should be at the regional and subregional levels. If this value added is to be tangible, however, the clusters should go beyond merely being forums for discussion and exchange of information, as is now the case in most of them.

RECOMMENDATION 6

The Secretary-General, in his capacity as Chairman of CEB, should request the Executive Heads of the United Nations organizations concerned to ensure that each cluster give due focus to its work on a few joint United Nations regional and sub-regional programmes/projects, to be decided in consultation with the AU, NEPAD secretariat and other African institutional partners.

G. The need for innovative approaches in mobilizing resources or seed funds for the recommended joint programmes/projects has been increasingly emphasized. Deliberate efforts and/or measures should be undertaken to ensure that they are integrated in the planning and budgeting processes of each United Nations organization.

RECOMMENDATION 7

The General Assembly and legislative bodies of all the United Nations organizations concerned should substantially increase their support for the clusters' agreed joint programmes/projects. CEB should provide a clear-cut policy directive to ensure consistency and effective implementation of this recommendation.

H. The need to reinforce ECA's capacity to exercise its leadership role in coordinating the work of United Nations agencies working in Africa, as called for by the Economic and Social Council in its resolution 1998/46 (annex III, para. 13), and to move from a mere convener of the Regional Consultations to a strategic coordinator, cannot be overemphasized. Hence the need for ECA to strengthen its monitoring and analytical capacity for the clusters work and activities.

RECOMMENDATION 8

The Secretary-General should take appropriate measures to enhance the human resources capacity within ECA's Office of Policy and Programme Coordination by seeking redeployment of staff from other United Nations agencies and entities in order to enhance ECA's capacity to effectively and efficiently coordinate the activities of the United Nations agencies working in Africa as well as to keep in constant touch with the African regional and subregional entities.

I. There is a general view that, since NEPAD is an African Union-led, -owned and -managed initiative, and in order to ensure Africa's ownership of the NEPAD programme, all meetings convened within the framework of clusters arrangement should be co-chaired by the representatives from the AU Commission or NEPAD secretariat, with ECA assuming the role of a secretariat of all the cluster meetings and providing a follow-up mechanism for effective implementation of the decisions taken thereon. The United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and other relevant United Nations system organizations should continue to provide the needed capacity-building support to both the AU Commission and the NEPAD secretariat in this regard.

RECOMMENDATION 9

The Secretary-General should ensure that all meetings convened by the ECA within the framework of clusters arrangement are co-chaired by the representatives from the AU Commission or NEPAD secretariat, and that a mechanism for follow-up and implementation of all the decisions taken in those meetings be established as soon as possible.

J. Undertaking the tasks and measures enumerated above, as the means proposed to improve the effectiveness and efficiency of the current clustering arrangement, would require adequate resources to be provided by and for ECA. The latter should report to the Economic and Social Council and the General Assembly on specific measures undertaken to strengthen its capacity of coordination in support of NEPAD and to improve the efficiency and effectiveness of clustering arrangement, bearing in mind the measures proposed in this report.

RECOMMENDATION 10

The General Assembly should request the Secretary-General to report to it no later than its sixty-first session on efforts and specific measures undertaken, including through support of other United Nations system organizations, to strengthen ECA's capacity in coordinating the work of the those agencies in Africa.

INTRODUCTION

1. General Assembly resolution 32/197 of 20 December 1977 on the restructuring of the economic and social sectors of the United Nations system provided, in its paragraph 20, among other things, that the regional commissions, taking into account the special needs and conditions of their respective regions, should exercise team leadership and responsibility for coordination and cooperation at the regional level. They may convene periodic meetings, as necessary, for the purpose of improving the coordination of the relevant economic and social activities of the United Nations system in their respective regions. The team's leadership role of the regional commissions calls for the holding of regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United Nations system in that region.

2. On 18 October 1991, the General Assembly adopted resolution 46/151 establishing the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF). As one of the five regional commissions established by the United Nations for the purpose of coordinating the activities of its organizations working in Africa, the United Nations Economic Commission for Africa (ECA) played a leading role in terms of ensuring the implementation of an effective system-wide plan of action incorporating the Agenda's priorities as formulated and endorsed by the General Assembly.

3. In its resolution 1998/46, the Economic and Social Council welcomed, in annex III therein, the efforts by the Secretary-General to improve coordination within the United Nations system, and called for the regular holding of regional consultations among United Nations agencies. The first series of consultative meetings were held in 1999 in the five regions, under the chairmanship of the Deputy Secretary-General, and convened from 2000 by the respective Executive Secretaries of the five regional commissions.

4. Following the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s, which, among other things, found that the New Agenda had no impact on the ground from the time of its launch until the undertaking of the said review, the General Assembly adopted resolutions 57/2 of 16 September 2002 and 57/7 of 4 November 2002, which brought the United Nations New Agenda for the Development of Africa in the 1990s to a close.

5. Furthermore, resolution 57/7 endorsed the recommendations of the Secretary-General that the New Partnership for Africa's Development (NEPAD) should be the framework within which the international community, including the United Nations system, concentrates its efforts for Africa's development. As a programme of the African Union, the resolution also urged the international community and the United Nations system to organize support for African countries in accordance with the principles, objectives and priorities of the New Partnership.

6. The third Regional Consultations Meeting (RCM) of the United Nations agencies working in Africa was held in October 2001 in Addis Ababa. The meeting, among other things, agreed that NEPAD, adopted by the African Heads of State and Government, constituted a framework and vision for the United Nations system to improve its collective response in addressing the challenges facing Africa. Initially, several thematic areas were identified and five clusters were established around these areas in October 2002 during the fourth session of RCM as an inter-agency mechanism for improved coordination. By July 2004, a total of seven inter-

agency thematic clusters had evolved in the context of the regional consultations, led by the Economic Commission for Africa (ECA), as the main instruments for consolidating United Nations system support for Africa's development.

7. In an effort to ensure effective implementation of its legislative mandate in coordinating the activities of the United Nations agencies working in Africa, as well as highlighting the problems and bottlenecks affecting its leading role towards that end, ECA proposed at the end of 2003 that the Joint Inspection Unit (JIU) examine the existing inter-agency arrangements for coordination among United Nations agencies at the regional level with the view to identifying factors that inhibit effective coordination at that level and proposing measures to enhance the effectiveness and impact of those arrangements on the United Nations' work in Africa. In the meantime, the reports of the Secretary-General on the United Nations system support for NEPAD also highlighted several challenges and constraints facing it in supporting NEPAD.[1]

8. In July 2004, the Committee for Programme and Coordination (CPC) recommended that the United Nations system use the existing coordination mechanisms at the global, regional and country levels to strengthen policy coherence in support of NEPAD. The Committee also called for a further strengthening of United Nations system support by, inter alia, promoting synergies among the thematic clusters, mainstreaming HIV/AIDS, gender and human rights into all-cluster activities, enhancing support for the Commission of the African Union and the New Partnership for Africa's Development and further clarifying the roles and responsibilities of the various agencies operating at the regional and subregional levels in Africa.

9. Against this backdrop, the Joint Inspection Unit decided to review the issues and concerns expressed above, and undertake this report with the aim of providing specific and concrete recommendations on further measures to strengthen United Nations system support to NEPAD. While the Inspectors recognize that the NEPAD initiative, and hence the support process by the United Nations system, is still in a relatively early phase, they hope that bringing the issues addressed in this report to the attention of Member States and the United Nations agencies at this stage would bring value added to the process and avoid another potential disappointment for the General Assembly in a few years' time.

10. In establishing their findings and recommendations, the Inspectors reviewed relevant documentation and reports issued and provided to them by United Nations organizations, and conducted interviews with more than 50 officials, including from ECA, representatives of United Nations funds, programmes and agencies in Addis Ababa, Nairobi, in South Africa and at Headquarters. They also met with officials of the African Union in Addis Ababa and at the NEPAD secretariat in Johannesburg, South Africa.

11. The following issues were either touched upon in the documentation reviewed by the Inspectors, communicated to them by several officials or observed by the Inspectors through their various interviews. The Inspectors noted that, while some challenges and constraints to the United Nations system support to NEPAD, and particularly through the regional institutional arrangements in place, were recognized by the United Nations agencies, and even reflected in several of the documentation, proposals to address them are either absent or too general. The Inspectors stress the need for concrete and time-bound actions to address the challenges and constraints recognized by the system or raised in this report.

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[1] See E/AC.51/2004/6.

12. They also emphasize that the issues of concern raised in the report are not exhaustive. They are aware that, for the NEPAD initiative to succeed and avoid the fate of several of its predecessors, the main responsibility lies within the African countries themselves, supported by the whole international community. In this context, United Nations system support to NEPAD could be at best an important catalyst for success.

13. Therefore, the Inspectors focused on highlighting issues they believe have an important and direct bearing on the collaborative work of United Nations agencies in Africa, mainly at the regional and subregional levels. In doing so, they did not analyse the work and activities of individual clusters, but rather focused on issues of policy and institutional arrangements.

14. While the Inspectors fully appreciate the invaluable contributions made by each and every individual organization of the United Nations system in support of NEPAD, however, they wish to make it very clear that this report is not about NEPAD per se, nor is it about the role being played specifically by each individual United Nations organization. Rather, it is about the role of ECA in coordinating the activities of United Nations agencies working in Africa for the purpose of providing system-wide support for NEPAD at the regional and subregional levels.

15. The Inspectors wish to express their appreciation to all those who assisted them in the preparation of this report.

OVERVIEW

16. The concept of coordination and collaboration among United Nations agencies has, over the years, continued to be an important element in the efforts towards rendering the work of these agencies in Africa much more effective and efficient. Indeed, the General Assembly has continued to attach great importance to this particular issue. It has adopted a number of resolutions urging the United Nations agencies working in Africa to enhance coordination and collaboration among themselves in order to achieve greater impact and increased efficiency in the implementation of their respective mandates.

17. From the perspective of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990, adopted pursuant to General Assembly resolution S-13/2 of 1 June 1986, to the United Nations New Agenda for the Development of Africa (UN-NADAF), adopted by the Assembly in its resolution 46/151 of 18 December 1991 and thereafter, tremendous and deliberate efforts have been undertaken by the United Nations in coordinating the activities of the United Nations agencies working in Africa. This has been done in an effort to create a conducive international environment to enable the countries on the continent to recover from the effects of increasing economic stagnation.

18. Despite decades of sustained efforts on the part of African countries and peoples, as well as the numerous African development initiatives undertaken by the United Nations system and other development partners, there have been no marked visible achievements to be proud of. In retrospect, this unfortunate state of affairs called for further serious rethinking, not only among the African countries themselves, but also within the United Nations system organizations and, in particular, among the development partners working in Africa.

19. Consequently, the New Partnership for Africa's Development (NEPAD, endorsed by the first African Union summit in July 2002) was a major result of such rethinking at the initiative of the African leaders themselves. This initiative was hailed by the General Assembly, in a declaration adopted in resolution 57/2, as "an African Union-led, -owned and -managed initiative" and "a programme of the African Union that embodies the vision and commitment of all African Governments and peoples for peace and development".

20. Another result of such a major rethinking was an independent evaluation of the United Nations New Agenda for the Development of Africa in the 1990s, conducted by a 12-member Panel of Eminent Personalities, as requested by the Economic and Social Council in 1991 for the final review and appraisal of the New Agenda. Following this final review and appraisal of the New Agenda, which, among other things, found that the New Agenda had no impact on the ground from its inception until the undertaking of the review, the General Assembly, by its resolution 57/7, decided to bring the New Agenda to a close.

21. Furthermore, based on the lessons learned from the final review and appraisal of the New Agenda, this Assembly resolution endorsed the recommendation of the Secretary-General that the New Partnership for Africa's Development "should be the framework within which the international community, including the United Nations system, should concentrate its efforts for Africa's development". The resolution further calls upon the United Nations system organizations, within their respective mandates, to "align their activities in Africa with the priorities of the New Partnership" as well as "to organize the activities of the United Nations system around thematic clusters covering the priority areas of the New Partnership, and in this

regard urging the strengthening of this process as a means of enhancing the coordinated response of the United Nations system in support of the New Partnership".

22. Unlike its predecessor, the African Union (AU) is a regional organization devoted to the pursuit of regional cooperation and integration in the economic, social, cultural and political fields. In September 2002, the General Assembly welcomed NEPAD as an African Union-led, -owned and -managed initiative. These major developments created a new African environment and setting to which the United Nations system, and particularly ECA, would need to adapt. A change of mindset in dealing with the African regional and subregional institutions is needed from the part of many of the United Nations organizations working in Africa, notably ECA.

23. The niche of ECA, in particular, is very much linked to its partnership and role within Africa. The lack of dialogue observed by the Inspectors between ECA and AU would not serve ECA in conducting its leading coordinating role within the United Nations system or in communicating with other partners in Africa. On the other hand, officials from the NEPAD secretariat expressed concerns about the multiplicity of their interlocutors from the United Nations system and the burden that such a situation imposed on their capacity. More importantly, it is the feeling of most NEPAD secretariat officials that a lack of follow-up mechanism with regard to decisions taken at the cluster meetings prevent most stakeholders from understanding the intricacies of the issues involved at the regional level and what is expected of them in their common efforts to implement such decisions.

24. One of the most important tasks of ECA is to ensure improved cooperation and coordination between the United Nations agencies and African continental organizations (African Union, African Development Bank and the regional economic communities) for the effective implementation of the New Partnership for Africa's Development at the regional and subregional levels. There is, therefore, a clear need for a more concerted and coherent approach from the United Nations system as a whole and from ECA in particular towards the African regional bodies and institutions. There is also a need to establish a strategic dialogue, determine and follow up on a framework for institutionalized cooperation between the United Nations system, including ECA, on the one hand, and the AU Commission, including the NEPAD secretariat, on the other.

25. The Inspectors examined closely ECA's capacity to ensure effective coordination as well as the effectiveness of the cluster approach as a mechanism for improved coordination within the United Nations agencies working in Africa and provided some concrete recommendations towards improving such a mechanism for a better and more effective system support to NEPAD.

I. STRATEGIC POLICY ISSUES

Positioning, niche of the United Nations system, in particular ECA, and its relationship with the African regional and subregional institutions

26. The Constitutive Act of the African Union, adopted in Lomé on 11 June 2000, set in motion the transformation of the Organization of the African Unity (OAU) from a largely political forum to an organization devoted to the pursuit of regional cooperation and integration in the economic, social, cultural and political fields. One year later, in July 2001, the Assembly of Heads of State and Government of OAU, meeting in Lusaka, agreed to establish the African Union. At the same session, the Assembly also adopted the New African Initiative that has since become NEPAD.[2] In September 2002, the General Assembly of the United Nations welcomed NEPAD as an African Union-led, -owned and - managed initiative.[3]

27. These major developments created a new African environment and setting, to which the United Nations system, and particularly ECA, would need to adapt. Despite a declared recognition by the system of its new role in supporting the African-owned and -led initiatives,[4] the Inspectors noted that a change of mindset in dealing with the African regional and subregional institutions was needed from the part of many of the United Nations organizations working in Africa, notably ECA.

28. In this context, the Inspectors recall that the Economic and Social Council emphasized that the role of the regional commissions as part of the institutional landscape of their respective regions called for close cooperation between the commissions and other relevant regional bodies in order to reinforce synergies and complementarities between their respective programmes of work. The regional commissions were encouraged to intensify their cooperation and regular exchange of information with relevant regional bodies, institutions and networks and to ensure that meetings with those bodies concentrate on specific issues for which a regional coordinated approach is desirable.[5]

29. The Inspectors would like to stress, therefore, that the niche of ECA, in particular, is very much linked to its partnership and role in the overall economic development within Africa. While the relationship of ECA with AU, the NEPAD secretariat and the Regional Economic Communities (RECs), would and should be better addressed in the larger context of the United Nations system's relationship and partnership with those bodies and institutions, ECA, as a leader of the regional consultations process in Africa, has a particular responsibility in managing its relationship with the AU and the NEPAD secretariat.

30. For example, the Inspectors believe that the use and impact of ECA technical services in the areas of research, policy analysis and technical assistance could be optimized if they were

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[2] E/AC.51/2002/8, para. 22.
[3] General Assembly resolution 57/2 of 16 September 2002.
[4] For instance, the CEB (formerly the Administrative Committee on Coordination, or ACC) announced three basic policy directives: the United Nations system should exercise restraint in launching new initiatives; unite in supporting African owned and led initiatives; and focus inter-agency coordination at the regional level. See E/AC.51/2002/8, para. 26. See also summary of conclusions of ACC at its first and second regular sessions of 2001 (ACC/2001/4 and ACC/2001/5).
[5] ECOSOC resolution 1998/46; see E/1998/INF/3/Add.2.

more demand-driven and conducted in coordination with AU, the NEPAD secretariat and the RECs. The lack of dialogue observed by the Inspectors between ECA and AU, and demonstrated by the absence of AU representatives in the Sixth Regional Consultations Meeting, held in July 2004 in Addis Ababa, would not serve ECA in conducting its leading coordinating role within the United Nations system or in communicating with other partners in Africa.

31. It should also be noted that while, in many cases, cooperation between other regional commissions and the regional and subregional organizations in their respective regions has been institutionalized through the signing of appropriate agreements or memorandums of understanding, such institutionalization appears to be lacking in the case of ECA and the African regional and subregional organizations.[6] In this context, the Inspectors welcome the intention of the Secretary-General, as declared in his report "In larger freedom: towards development, security and human rights for all" (A/59/2005), to introduce memorandums of understanding between the United Nations and individual regional organizations and to invite these organizations to participate in meetings of United Nations system coordinating bodies, as appropriate.

32. Similarly, the fact that officials from the NEPAD secretariat expressed concerns about the multiplicity of their interlocutors from the United Nations system and the burden that such a situation imposed on their capacity emphasized the need for a more concerted and coherent approach by the United Nations system as a whole and ECA in particular with regard to the African regional bodies and institutions. More importantly, the Inspectors observed that it is the view of most NEPAD secretariat officials that a lack of follow-up mechanism with regard to decisions taken both during the annual consultations and at the cluster meetings inhibits, to a large extent, most stakeholders' understanding of the intricacies of the issues involved at the regional level and what is expected of them in their common efforts to implementing such decisions.

33. One of the most important tasks of ECA is to ensure improved cooperation and coordination between the United Nations agencies and African continental organizations (African Union, African Development Bank and the regional economic communities) for the effective implementation of the New Partnership for Africa's Development at the regional and subregional levels. In this respect, there is, therefore, a clear need for the establishment of a strategic dialogue, determining and following up on a framework for an institutionalized cooperation between the United Nations system, including ECA, on the one hand, and the AU Commission, including the NEPAD secretariat, on the other.

34. Indeed, an assessment of United Nations system support to NEPAD submitted by ECA during the Sixth RCM underscores the fact that, while some United Nations agencies have been successful, on bilateral basis, in engaging the NEPAD secretariat and the AU Commission in some areas calling for immediate action in the NEPAD Short-Term Action Plan, others are still working on ensuring that NEPAD accords due attention to their line of activities. The same assessment also stresses that the capacity gap observed at the level of NEPAD had not made it possible for its secretariat to always attend to the numerous requests for consultative meetings.

35. The Inspectors are aware that the capacities of the AU Commission and the NEPAD secretariat are evolving, and so is their relationship. However, as rightly noted by the Secretary-

[6] ECE, for example, has agreements with the Black Sea Economic Cooperation, the Central European Initiative, Commonwealth of Independent States, and the South-East European Cooperative Initiative/Stability Pact. See E/2004/15, para. 75.

General, NEPAD is a programme of the African Union. It was also adopted as a programme of OAU at Lusaka in 2001. The integration of NEPAD into AU is therefore less a question of policy and functional integration, which has already been settled, but rather a matter of institutional arrangements for managing the NEPAD process within the existing structures of the AU Commission.[7]

36. A strategic dialogue through annual consultations should be restored as soon as possible between the United Nations system and the AU Commission. Among other things, it should determine and follow up on a framework for an institutionalized cooperation between the United Nations system, including ECA, and the AU Commission, including the NEPAD secretariat **(see recommendation 1)**.

[7] A/59/206, para. 31.

II. REPRESENTATION OF THE UNITED NATIONS SYSTEM ORGANIZATIONS AT THE REGIONAL AND SUBREGIONAL LEVELS IN AFRICA

37. The activities of the United Nations system in Africa expanded significantly in recent years in view of the humanitarian and development challenges facing the continent and recognized by the international community. This is reflected in the fact that over 40 per cent of the current portfolio of United Nations work is estimated to be in Africa.[8] A recent briefing note of ECA highlighted the fact that, although a large proportion of the operational activities of the United Nations system takes place at the country level, the regional and subregional dimensions have assumed increased significance in recent years because of the many cross-border, regional and global issues and concerns that demand regional and subregional approaches and responses. Therefore, these organizations are becoming increasingly involved in regional and subregional activities, backed in many cases by their own regional and subregional offices and by Headquarters for some agencies.

38. These offices, however, are present in various countries throughout the continent, with different geographical configuration of the countries they cover. No apparent concerted strategy exists for the United Nations system's regional and subregional representation that takes into account, among other things, the geographic placement and configuration of the African regional and sub-regional institutions. Annex I provides an example of regional and subregional offices in Africa for a number of United Nations organizations.

39. The multiplicity and scattered regional and subregional presence and representation of United Nations organizations in Africa, with different geographical configuration, makes it harder to coordinate activities among themselves, or to plan, implement and follow – up on joint regional or subregional programmes and activities in a coherent and collaborative manner. It also makes it harder for their regional and subregional interlocutors to approach them for integrated technical assistance, including for capacity-building exercises, direly needed by the African regional and subregional bodies and institutions. Indeed, the Secretary-General recently stressed the need for greater inter-agency collaboration on capacity-building efforts, rather than a sector-driven approach to supporting these institutions.[9]

40. Moreover, the General Assembly, in its latest triennial comprehensive policy review of operational activities for development of the United Nations system, called upon the organizations of the United Nations development system, its regional commissions and other regional and subregional entities to adopt more collaborative approaches to support country-level development initiatives by improving mechanisms for access to the technical capacities of the United Nations system at the regional and subregional levels.[10]

41. It also encouraged development agencies of the United Nations system to seek to maximize the opportunity to address development challenges on a regional or subregional basis, recognizing the important contribution of regional cooperation to national and regional development. In addition, the General Assembly invited the governing bodies of the organizations of the United Nations development system to give greater and more systematic consideration to the regional and subregional dimensions of development cooperation and to

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[8] ECA/OPC/RCM.04/2, 8 July 2004.
[9] E/AC.51/2004/6, para. 69.
[10] General Assembly resolution 59/250 of 22 December 2004, para. 76.

promote measures for more intensive inter-agency collaboration at the regional and subregional levels.[11]

42. The Inspectors realize that some of the United Nations organizations' existing regional offices have been conducting their roles to support their own organizations' mission and objectives. They are also aware that the scope and focus of their mandates and activities naturally vary from one organization to the other. Moreover, they are conscious of the fact that some of the African regional and subregional bodies and institutions have overlapping geographical membership.

43. Nevertheless, the Inspectors believe that a study is due at this stage on the potential benefits of establishing regional hubs and "sub-hubs" for the United Nations system representation in Africa, as part of a concerted strategy for presence in Africa. Such a study should be guided by the policy guidelines provided above by the General Assembly, and the need to consolidate the United Nations institutional arrangements supporting regional and subregional programmes and activities in Africa. This would facilitate the linkages between the various levels of United Nations coordination and collaboration in the continent, and clarify the roles of the actors involved in activities at those levels **(see recommendation 2)**.

[11] Ibid, paras. 77 and 78.

III. THE CLUSTERS APPROACH AS A MECHANISM FOR REGIONAL CONSULTATIONS

44. The Secretary-General has emphasized that strengthening the regional consultations meeting is of crucial importance in ensuring complementarity and avoiding duplication in the work of the United Nations system.[12] He highlighted that much remains to be done to enhance the coherence and coordination of the United Nations system support to NEPAD, especially in terms of building synergies across thematic clusters and enhancing cross-sectoral collaboration.[13] In an assessment submitted to the Sixth Regional Consultations Meeting in July 2004, ECA also attempted to identify other challenges facing the clustering arrangement.[14]

45. In this chapter, therefore, the Inspectors focus on highlighting challenges and constraints as observed, examined and corroborated through their interviews with a view to propose specific measures to address them.

46. The ECA assessment submitted during the Sixth Regional Consultations meeting shows that concerns were raised as to the whole approach of the current cluster arrangements for effective support of United Nations agencies to NEPAD.[15] At the end, however, the meeting endorsed the current thematic cluster arrangements as the most viable mechanism for concerted United Nations support in the implementation of NEPAD.[16]

47. Despite this endorsement, a number of officials continued to express to the Inspectors their skepticism about the clustering arrangement as a legacy of the United Nations System-wide Special Initiative on Africa (UNSIA) that needs further review and alignment with NEPAD priorities. The Inspectors believe that in order for United Nations system support to NEPAD to benefit from any review or improved alignment of the clusters, such a review should reposition the system to better support Africa's development and Africa's regional and subregional institutions. It should therefore be part of and an outcome of the strategic dialogue called for in recommendation 1 of this report **(see recommendation 3).**

48. In the meantime, the current clustering arrangement could benefit from specific measures to improve its efficiency and impact, including as set out below.

Organizational issues

49. Concerns of an organizational nature were conveyed to the Inspectors with regard to the agenda and schedule of meetings of the regional consultation meetings and the various clusters. For example, the focus of the work and activities of most clusters is not clear yet, with some organizations tilting towards normative issues while others emphasize operational aspects. Moreover, the involvement of the NEPAD secretariat in the work of many clusters and sub-clusters could not be ensured due to capacity and organizational issues. Hence, the desired demand-driven approach and African-ownership for their work is lacking. It was also noted that

[12] E/AC.51/2004/6, para. 70.
[13] Ibid, para. 68.
[14] "Assessment of the UN system support to NEPAD: Rethinking the collective approach", ECA/OPC/RCM.04/2 dated 8 July 2004.
[15] Ibid, para. 14.
[16] "Summary discussions of the sixth regional consultations of UN agencies working in Africa", ECA/OPC/RCM.04 dated 30 August 2004, para. 17.

more than a year had elapsed between the holding of the fifth and the sixth regional consultations meetings.

50. Importantly, the lack of constancy in representation (i.e. a new and different official representing particular agencies) in meetings of the regional consultations also seems to be one of the organizational issues slowing the work of the clusters. It is, therefore, high time that the agencies should seriously consider the need to designate an official (and one or more alternates) with the main coordinating role within their organizations to deal with specific issues pertaining to regional consultations. In view of the primacy of NEPAD in the work of the United Nations agencies, the representation may also include officials in the agencies responsible for coordinating specific activities related to NEPAD. This approach will not only ensure continuity at the representational level, but will also help to ensure increased expertise and institutional memory on the part of the representatives of the agencies concerned **(see recommendation 4).**

51. The Inspectors welcome the decision taken in the Sixth Regional Consultations Meeting to hold the Regional Consultations twice a year, back to back with the AU Summit. They emphasize, though, that similar organizational decisions need to be taken by each cluster, in consultation with ECA and their main African institutions counterparts, with regard to the regular holding of their meetings. This would provide constancy and predictability for the schedules of meetings, avoid overlapping meetings and stretching the capacity of the NEPAD secretariat and the United Nations organizations involved in several clusters and sub-clusters, and ensure a demand-driven approach for the clusters' work.

52. As a matter of fact, concerns of an organizational nature were conveyed to the inspectors with regard to the agenda and schedule of meetings of the regional consultations and those of various clusters. There is, therefore, the need to provide for constancy and predictability of the clusters meetings, and in a manner that would ensure that the limited capacity of United Nations organizations and their concerned African partners involved and interested in the activities of more than one cluster is not over stretched through overlapping meetings **(see recommendation 5).**

53. On the clusters' work and activities, the Inspectors note that the main value added of the clustering arrangement in support of NEPAD and Africa's development should be at the regional and subregional levels. If this value added is to be tangible, though, the clusters should go beyond merely being forums of discussion and exchange of information, as is the case in most of them. The Inspectors firmly believe that such concrete value added could be realized by focusing the work of each cluster on a few joint United Nations regional and subregional programmes and projects, to be decided upon in consultation with the NEPAD secretariat and other African institutional partners **(see recommendation 6)**.

54. Indeed, as indicated by ECA in its assessment of United Nations system support to NEPAD,[17] lessons learnt indicate that commendable progress had been achieved where a small number of committed agencies pooled their resources around selected joint projects/programmes that respond to the needs of NEPAD and not to individual programme of work. Moreover, in its resolution 58/233 of 23 December 2003, the General Assembly requested the United Nations system organizations to intensify their efforts in developing and implementing joint programmes in support of NEPAD at the regional level.

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[17] "Assessment of the UN system support to NEPAD: Rethinking the collective approach", ECA/OPC/RCM.04/2 dated 8 July 2004, para. 15.

55. The Inspectors are conscious of the fact that such an approach would require an important shift in the way United Nations organizations plan their programmes and budgets. In this context, they were informed that some agencies were unable to trace what percentage of their resources was being spent or deployed in relation to NEPAD priorities and objectives.[18] In part, this reflects the observed perception of many United Nations organizations of NEPAD as mainly a vision and a broad policy framework for Africa's development. Hence, the prevailing conviction of these organizations that existing and ongoing programmes and activities in Africa, even if adopted prior to NEPAD existing, do meet NEPAD goals and priorities.

56. While the Inspectors acknowledge that this could be largely true, bearing in mind that the NEPAD initiative was guided by the Millennium Development Goals and other internationally agreed upon development targets, they stress the need for a clear and traceable alignment of the programmes and resources with the NEPAD priorities, as called for by the General Assembly.[19] They also emphasize the need for innovative approaches to mobilize and provide resources meeting specific NEPAD needs. In other words, the Inspectors wish to underline strongly the importance of getting the United Nations system organizations to undertake deliberate measures to ensure that their support to NEPAD is mainly directed towards implementing some specific programmes/projects as outlined in the NEPAD action plan and the Goals, rather than undertaking to support country-level isolated projects that are not related to NEPAD.

57. In this context, the Inspectors recommend that a minimum percentage (10 to 15 per cent, for example) of each United Nations organization's overall resources allocated to programmes and activities in Africa, be explicitly earmarked in the organization's programme and budget for the clusters' joint regional and subregional programmes/projects recommended above. The exact percentage is to be decided at the CEB level to ensure consistency across the UN system **(see recommendation 7).**

[18] Attempts by one Sector in UNESCO are under way to try to trace resources to NEPAD priorities. However, these attempts are not replicated in the other Sectors in UNESCO.
[19] General Assembly resolution 57/7.

IV. THE ROLE OF THE UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

58. The need to reinforce ECA's capacity to exercise its leadership role in coordinating the work of United Nations agencies in Africa, as called for by the Economic and Social Council in its resolution 1998/46 (annex III, para. 13), and to move from a mere convener of the Regional Consultations to a strategic coordinator, could not be overemphasized. The majority of the officials interviewed, including those from ECA, have consistently stressed the importance of this issue. However, at the time of the Inspectors' mission to ECA in September 2004, the main "coordination" role within ECA was assumed by only one official within its Office of Policy and Programme Coordination, also known as a special coordinating unit. It is the view of the Inspectors that one person alone cannot be expected to ensure effective collaboration and coordination among various entities of the United Nations system working in Africa, which, among other things, may entail participating in various inter-agency meetings on Africa's development.

59. Consequently, in order to enable ECA to carry out its coordinating role as effectively and efficiently as possible, the Inspectors strongly believe that additional human resources will be needed. This could be achieved through secondment from other United Nations agencies and entities, including from Headquarters. This enhancement should enable ECA to liaise better with all the United Nations agencies working in Africa and the African regional and subregional organizations, including of course the AU and the NEPAD secretariat. It should also enable ECA to coordinate, consolidate and channel reporting from the clusters' conveners, including for reporting purposes at Headquarters level (see chart in figure 1 below).

60. In this respect, two additional staff at the P-4 level would be required to strengthen the Office of Policy and Programme Coordination. It is, therefore, envisaged that the required staff have the following job descriptions: one would be given the task and responsibility of acting as liaison between the ECA and all the United Nations agencies working in Africa; and the other would act as a liaison between ECA and all the African regional and subregional organizations, including AU and the NEPAD secretariat. The existing post should be upgraded to the level of P-5 and its occupant would assume the tasks of an overall head of the unit, supervising all the coordinating efforts between ECA and the representatives of all United Nations agencies, the Office of the Special Adviser on Africa (OSAA), ADB, the AU Commission and NEPAD secretariat **(see recommendation 8).**

61. There is an obvious need for ECA to strengthen its monitoring and analytical capacity for the clusters work and activities. Synergies and complementarities should be identified, including through meetings with and among the clusters conveners, and in consultations with other organizations. An effort to develop guidelines for mainstreaming cross-cutting issues (such as gender, human rights and HIV/AIDS) into all clusters' activities need to be undertaken, in consultation with other agencies.

62. Moreover, officials in United Nations agencies expressed concerns and some confusion about the multiple reporting requests, including from ECA, OSAA and CEB. This largely resulted in a copy-and-paste exercise of individual activities in support of NEPAD, instead of reflecting an analytical overall picture of United Nations system support at the regional and subregional levels. Therefore, there is also a need to coordinate reporting from clusters'

conveners, and not from individual agencies, before channelling them to OSAA and CEB for reporting to the General Assembly and the Economic and Social Council. This would not only avoid some duplication of efforts among the United Nations agencies, but would also minimize any semblance of undermining the role of ECA in coordinating the activities of United Nations agencies working in Africa and its relationship with such agencies.

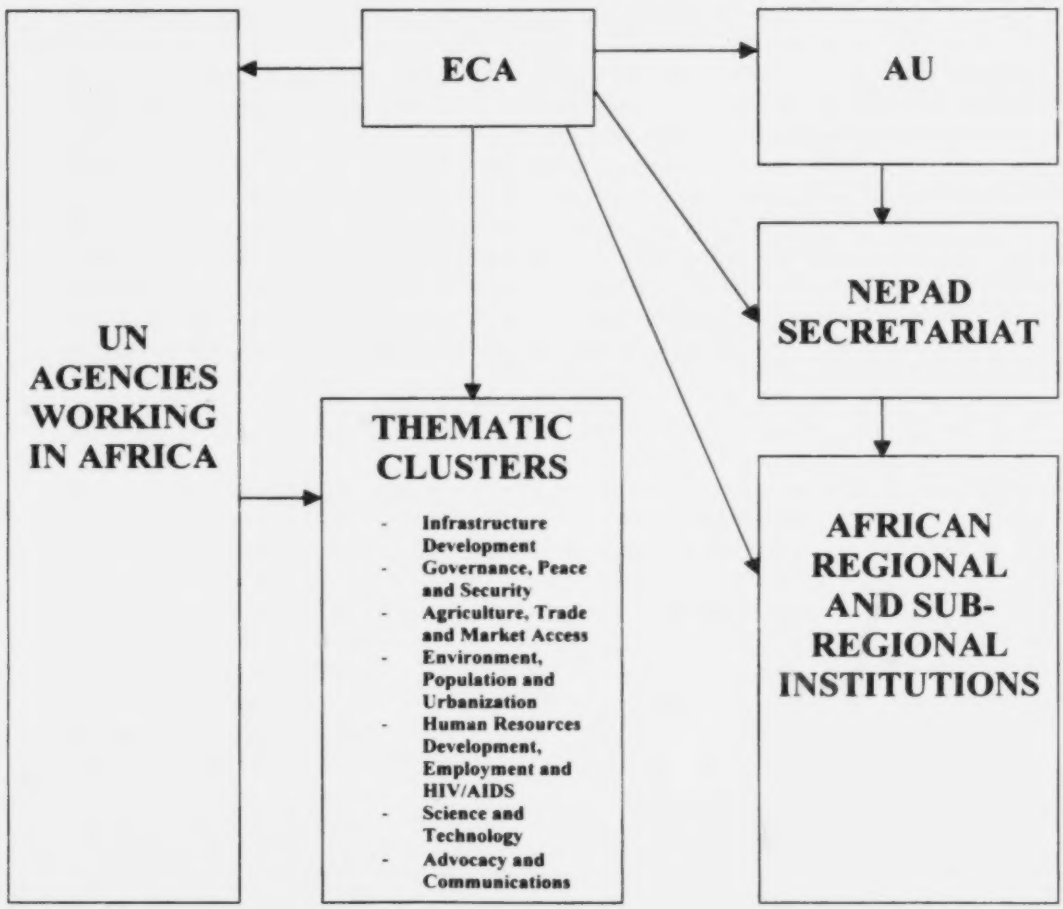
63. More importantly, since NEPAD is an African Union-led, -owned and -managed initiative, and in order to ensure Africa's ownership of the NEPAD programme, it is the view of the Inspectors that all meetings convened within the framework of the clusters arrangement should be co-chaired by the representatives from the AU Commission or the NEPAD secretariat. ECA should assume the role of a secretariat of all the clusters meetings and provide a follow-up mechanism for effective implementation of all the decisions taken **(see recommendation 9).**

64. It is clear that undertaking the tasks and measures enumerated above, as proposed, means to improve the effectiveness and efficiency of the current clustering arrangement, would require adequate resources to be provided by and for ECA. The support of the other United Nations organizations, as main beneficiaries of improved coordination, as well as other donors, would be needed in this regard. In this context, the Inspectors welcome the decision of the Sixth Regional Consultations Meeting that ECA, with the support of other agencies, should consolidate its institutional arrangements to optimally support the work of the clusters. ECA should report to the Economic and Social Council and to the General Assembly on specific measures undertaken to strengthen its capacity of coordination in support of NEPAD and to improve the efficiency and effectiveness of the clustering arrangement, bearing in mind the measures proposed in this report **(see recommendation 10)**.

Figure 1

Chart:

ECA's role in coordinating the activities of United Nations agencies in Africa in support of NEPAD



V. THE ROLE OF THE UNITED NATIONS SYSTEM CHIEF EXECUTIVES BOARD FOR COORDINATION

65. CEB maintains, mainly through the High-Level Committee on Programmes (HLCP), policy oversight and provides broad guidance to the organizations of the United Nations system in support of NEPAD. In 2004, it expressed its intention to devote one of its forthcoming sessions to an in-depth review of system support for Africa's development, focusing, inter alia, on issues related to the clustering arrangement.[20]

66. The Inspectors welcome the intention expressed by CEB. They believe that more precise policy directives to foster coordination and collaboration through the clustering arrangement would benefit the United Nations system, and, more importantly, improve its support to Africa's development. They trust that the findings and recommendations of this report will be fully taken into account by the CEB in its future deliberations on United Nations system support to NEPAD, notably in relation to recommendations 2 and 6 of the present report.

[20] See E/2004/67, paras. 32-33.

ANNEXES
Annex I

EXAMPLES OF UNITED NATIONS SYSTEM REGIONAL/SUB-REGIONAL PRESENCE IN AFRICA: (UNDP, UNICEF, UNESCO, WHO, ECA, UNEP, UNIDO, WFP)

UNDP	*UNICEF*	*UNESCO*	*WHO*	*ECA*
3	3	4	2	5
1. Arab States 2. West and Central Africa 3. Eastern and Southern Africa	1. Middle East and North Africa 2. West and Central Africa 3. Eastern and Southern Africa	1. Regional Bureau for Education in the Arab States 2. Regional Bureau for Science in the Arab States 3. Regional Bureau for Education in Africa 4. Regional Bureau for Science in Africa	1. Eastern Mediterranean 2. Africa	1. Central Africa 2. East Africa 3. North Africa 4. Southern Africa 5. West Africa
1. Beirut, Lebanon 2. Dakar, Senegal 3. Johannesburg, South Africa	1. Amman, Jordan 2. Dakar, Senegal 3. Nairobi, Kenya	1. Beirut, Lebanon 2. Cairo, Egypt 3. Dakar, Senegal 4. Nairobi, Kenya	1. Cairo, Egypt 2. Brazzaville, Congo	1. Yaoundé, Cameroon 2. Kigali, Rwanda 3. Tangier, Morocco 4. Lusaka, Zambia 5. Niamey, Niger
Algeria, (Bahrain), Djibouti, Egypt, (Iraq), (Jordan), (Kuwait), (Lebanon), Libya, Morocco, (Palestinian Programme), (Saudi Arabia), Somalia, Sudan, (Syrian Arab Republic), Tunisia, (United Arab Emirates), (Yemen) (8) 2. Benin, Burkina Faso, *Burundi**, Cameroon, Cape Verde, Central African Republic, Chad, Congo, *Democratic Republic of the Congo**, Côte d'Ivoire, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, *Kenya**, Liberia, Mali, Mauritania, Niger, Nigeria, *Rwanda**, Sao Tome and Principe, Senegal, Sierra Leone, Togo, *United Republic of Tanzania**. * *Countries covered by GEF* 3. Angola, Botswana, Burundi, Comoros, Democratic Republic of the Congo, *Djibouti**, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, *Somalia**, South Africa, *Sudan**, Swaziland, Uganda, United Republic of Tanzania, Zambia, Zimbabwe * *Non-RBA countries collaborating on some initiatives*	1. Algeria, *(Bahrain)*, Djibouti, Egypt, *(Iran, Islamic Republic of)*, *(Iraq)*, *(Jordan)*, *(Kuwait)*, *(Lebanon)*, Libyan Arab Republic, Morocco, *(occupied Palestinian territory)*, *(Oman)* *(Qatar)* *(Saudi Arabia)*, Sudan, *(Syrian Arab Republic)*, Tunisia, *(United Arab Emirates)*, *(Yemen)* (7) 2. Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Sao Tome and Principe, Senegal, Sierra Leone, Togo 3. Angola, Botswana, Burundi, Comoros, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Somalia, South Africa, Swaziland, Uganda, United Republic of Tanzania, Zambia, Zimbabwe	The Regional Bureaus listed above are mono-sectoral. UNESCO also has 12 multidisciplinary Cluster Offices (Accra, Addis Ababa, Bamako, Cairo, Dakar, Dar es Salaam, Harare, Libreville, Nairobi, Windhoek, Yaoundé, Rabat) which cover from three to eight countries each.	1. *(Afghanistan)*, *(Bahrain)* Djibouti, Egypt, *(Iran, Islamic Republic of)*, *(Iraq)*, *(Jordan)*, *(Kuwait)*, *(Lebanon)*, Libya, Morocco, *(Oman)*, *(Pakistan)*, *(Qatar)*, *(Saudi Arabia)*, Somalia, Sudan, *(Syrian Arab Republic)*, Tunisia, *(United Arab Emirates)*, *(Yemen)* 2. All other African countries.	1. Cameroon, Central African Republic, Chad, Congo, Gabon, Equatorial Guinea, Sao Tome and Principe 2. Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Ethiopia, Eritrea, Kenya, Madagascar, Rwanda, Seychelles, Somalia, Uganda, United Republic of Tanzania, 3. Algeria, Egypt, Libyan Arab Jamahiriya, Mauritania, Morocco, Sudan, Tunisia 4. Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe 5. Burkina Faso, Benin, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo

UNEP	*UNIDO*	*WFP*
1	2	3
Regional office for Africa	1. Africa 2. African Arab States	1. Southern Africa (ODJ) 2. Eastern Africa and the Horn (ODK) 3. West Africa and Central Africa (ODD)
Nairobi, Kenya		1. Johannesburg, South Africa 2. Kampala, Uganda 3. Dakar, Senegal
Algeria, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Congo, Democratic Republic of Congo, Côte d'Ivoire, Djibouti, Egypt, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Mali, Madagascar, Mauritania, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Togo, Uganda, United Republic of Tanzania, Zimbabwe.	1. Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, South Africa, Swaziland, Togo, Uganda, United Republic of Tanzania, Zambia, Zimbabwe. 2. Algeria, Djibouti, Egypt, Libyan Arab Jamahiriya, Morocco, Somalia, Sudan, Tunisia,	1. Angola, Lesotho, Madagascar, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe. 2. Burundi, Congo, Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, Sudan, Uganda, United Republic of Tanzania. 3. Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Sao Tome and Principe, Senegal, Sierra Leone.

Nota: UNDP is in the process of establishing a network of regional service centres, which will absorb the functions of the former Sub-Regional Resource Facilities (SURFs) and manage the corresponding regional programmes.

Annex II

EXAMPLES OF REGIONAL ECONOMIC COMMUNITIES
(ECOWAS, ECCAS, EAC, SADC, IGAD, COMESA)

	ECOWAS ***(Economic Community of West African States)***	***ECCAS*** ***(Economic Community of Central African States)***	***EAC*** ***(East African Community)***	***SADC*** ***(Southern African Development Community)***	***IGAD*** ***(Intergovernmental Authority on Development)***	***COMESA*** ***(Common Market of Eastern and Southern Africa)***
	15	11	3	14	7	20
	The main objective of forming ECOWAS was to achieve economic integration and shared development so as to form a unified economic zone in West Africa. Later, the scope was increased to include socio-political interactions and mutual development in related spheres.	ECCAS aims to achieve collective autonomy, raise the standard of living of its populations and maintain economic stability through harmonious cooperation. Its ultimate goal is to establish a Central African Common Market.	EAC aims at widening and deepening cooperation among the partner States in, among other areas, the political, economic and social fields, for their mutual benefit.	SADC's Common Agenda includes: the promotion of sustainable and equitable economic growth and socio-economic development; the promotion of common political values and systems; and the consolidation and maintenance of democracy, peace and security	The mandate of IGAD is to coordinate the efforts of member States in the priority areas of economic cooperation, political and humanitarian affairs and food security and environment protection.	COMESA was established as an organization of free independent sovereign States which have agreed to cooperate in developing their natural and human resources for the good of all their people. As such, it has a wide-ranging series of objectives which necessarily include in its priorities the promotion of peace and security in the region.
	Lagos, Nigeria	Libreville, Gabon	Arusha, United Republic of Tanzania	Gabarone, Botswana	Djibouti	Lusaka, Zambia
	Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo	Angola, Burundi, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Rwanda, Sao Tomé and Principe	Kenya, Uganda, United Republic of Tanzania	Angola, Botswana, Democratic Republic of the Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, United Republic of Tanzania, Zambia, Zimbabwe	Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda	Angola, Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Namibia, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, Zimbabwe

Annex III

CLUSTERS/SUB-CLUSTERS OF THE UN REGIONAL CONSULTATIONS ON NEPAD

CLUSTERS (7)	OBJECTIVES	CONVENER
Infrastructure development **Sub-Clusters:** **(i) Energy;** **(ii) ICTS;** **(iii) Transport; and** **(iv) Water and Sanitation**	**Energy**: To operationalize the African Energy Commission (AFREC) and assist member States in providing an enabling environment to attract investors. **ICTS**: The main objectives of the sub–cluster, as related to NEPAD's main goals, are to narrow the digital divide by participating in the implementation of the NEPAD Short-Term Action Plan (STAP) on Infrastructure. **Transport**: To assist in the implementation of the Sub-Saharan Africa Transport Policy Programme (SSATP) and in the liberalization of access to air transport markets in Africa in accordance with the Yamoussoukro Decision. **Water and Sanitation**: To operationalize the Integrated Water Resource Management (IWRM) principles that emanated from the African Water Vision 2025 and to assist basin development initiatives.	ECA
Governance, peace and security **Sub-Cluster**: **Humanitarian response and post-conflict reconstruction**	**Promoting a rights-based approach**: The activities include: developing a common framework for promoting and implementing a rights based approach at the national level including an inventory of best practices; strengthening oversight capacity for advocacy, implementation and monitoring; a review of laws and legislative frameworks and an inventory of different partners to assess capacity gaps. **Develop integrated programmes for conflict prevention, management, and post-conflict recovery/reconstruction with particular attention to refugees and internally displaced persons:** These would include joint contingency planning and a rationalization of early warning indicators, joint assessment missions and joint planning for post-conflict initiatives, including resource mobilization. **Promoting good governance:** Activities would include: support to NEPAD in the development of indicators for the Africa Peer Review Mechanism (APRM) in the three areas of governance (cited above), joint capacity development to facilitate national peer review/self-assessment processes; developing a common framework for encouraging ownership of the NEPAD process at the national level; support for local governance, and activities to enhance capacity of the RECs and national institutions. Advances the promotion and implementation of integrated programmes in post-conflict countries to support reconstruction and sustain peace and stability as a key priority.	UNDP UNHCR

Agriculture, Trade and Market Access	**To help implement the Comprehensive Africa Agriculture Development Programme (CAADP) adopted by NEPAD**: Assist the NEPAD secretariat through land reclamation, promotion of investment in agricultural production, promote public-private partnership at subregional levels, land reform and land tenure, improvement in rural infrastructure, reduce post-harvest losses and enhance women's participation and entrepreneurial activities including in rural areas. **Ensure better market access to African exports**: Assist African countries in the context of post Doha negotiations, suggesting means to improve access to markets for African exports including food and agricultural products, providing assistance to meet standards including sanitary and phytosanitary requirements as well as standard setting, support capacity building in agricultural trade analysis and negotiations, help remove supply side bottlenecks and increase supply capacity, and enhance intra-African trade. **Diversify commodity-dependent economies**: Reduce commodity dependence and terms of trade losses, price stabilization, including measures for supply management, enhance competitiveness of African commodities in Africa and international markets, processing of agricultural commodities to add value, horizontal diversification into dynamic products where there is comparative advantage, diversification of markets to non-traditional partners.	FAO
Environment, population and urbanization	The objectives of the cluster are to address the challenges posed by population growth and movement; rapid and growth of human settlements; environmental degradation and pollution; and the lack of demographic statistics.	UN-Habitat
Human Resources Development, Employment and HIV/AIDS **Sub-Clusters:** **(i) Human resources development;** **(ii) Employment; and** **(iii) HIV/AIDS and health**	The objectives of the cluster are based on the NEPAD priority areas whose content is consistent with the MDGs, UNGASS, and the Abuja Declaration. Priority areas: - Enable the United Nations system to have a coordinated and coherent input into NEPAD and to advance the adoption of partner best practices including aid pooling and long-term support based on mutual accountability; - Identify priority areas as the basis for collective action at national and regional levels; - Establish and operate joint monitoring systems, consonant with the MDGs and NEPAD principles of peer review and mutual accountability; - Devise institutional mechanisms for interface with NEPAD; - Identify at least one NEPAD-related pilot project in RECs; To expand TOR of Health Desk at RECs to include other social sector concerns **Human resources development**: To promote gender mainstreaming in all the cluster activities. **Employment**: To work with other clusters on joint action to address the impact of the brain drain. **HIV/AIDS and health**: To mainstream HIV/AIDS into all NEPAD sectoral programmes.	UNICEF WHO/UNFPA

Science and technology Sub-Cluster: **Education**	Promote coherence and coordination in the United Nations system's support for NEPAD's Plan of Action on science and technology. Promote joint programming, harmonization and cooperation in African science and technology activities within the UN system. Promote dynamic and action-oriented approaches for the support of NEPAD science and technology activities. Promote interaction and collaboration with NEPAD, AU, Regional Economic Communities, academies, knowledge networks, scientific communities and other stakeholders working on science, technology and innovation for sustainable development in Africa	UNESCO UNESCO
Communications, advocacy and outreach	To promote greater awareness about the progress in the implementation of NEPAD. To provide a coherent message on the efforts of the United Nations system in support of NEPAD. To assist in promoting international support for NEPAD.	OSAA

United Nations A/61/70

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Sixty-first session
Item 33 of the preliminary list*
Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations

Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations

Report of the Secretary-General

Summary

The present report was mandated by the General Assembly in its resolution 60/110 of 8 December 2005 and pertains to the transmittal of information from the administering Powers called for under Article 73 *e* of the Charter of the United Nations.

* A/61/50 and Corr.1.

06-29432 (E) 060406

1. Under the terms of Article 73 *e* of the Charter of the United Nations, States Members of the United Nations that have or assume responsibilities for the administration of Territories whose peoples have not yet attained a full measure of self-government undertake to transmit regularly to the Secretary-General information relating to the economic, social and educational conditions in the Territories for which they are respectively responsible, other than those Territories to which Chapters XII and XIII apply. In addition, the General Assembly, in several resolutions, the most recent of which was resolution 60/110 of 8 December 2005, has requested the administering Powers concerned to transmit or continue to transmit to the Secretary-General the information prescribed in Article 73 *e* of the Charter, as well as the fullest possible information on political and constitutional developments in the Territories concerned.

2. The table annexed to the present report provides the dates on which information called for under Article 73 *e* of the Charter was transmitted to the Secretary-General for the years 2004 and 2005.

3. The information transmitted under Article 73 *e* of the Charter follows in general the standard form approved by the General Assembly and includes information on geography, history and population and economic, social and educational conditions. In the case of Territories under the administration of New Zealand, the United Kingdom of Great Britain and Northern Ireland and the United States of America, the annual reports of the Territories also include information on constitutional matters. Additional information on political and constitutional developments on Tokelau is given by the representative of New Zealand during meetings of the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples.

4. In compliance with the provisions of paragraph 5 of General Assembly resolution 1970 (XVIII) of 16 December 1963 and other relevant resolutions of the Assembly, including in particular resolution 60/110, the Secretariat has continued to use the information transmitted in the preparation for the Special Committee of working papers on each Territory. The Special Committee has taken this information into account in formulating its decisions on these Territories, which are set forth in the relevant chapters of the Committee's report to the Assembly at its current session (see A/61/23). The report also contains an account of the action taken by the Special Committee in implementation of resolution 1970 (XVIII) (ibid., chap. VIII).

5. **Recommendation: The information received from the administering Powers on the Non-Self-Governing Territories will be used in the preparation of the working papers of the Secretariat and discussed by the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples at its annual session.**

Annex

Dates of transmission of information under Article 73 *e* of the Charter of the United Nations and period covered[1]

	Information received in 2005		*Information received in 2006*	
	Date of transmission	*Period covered*	*Date of transmission*	*Period covered*
France				
New Caledonia[2]	8 February 2005	2004	3 January 2006	2005
New Zealand				
Tokelau	29 November 2004	2004	14 December 2005	2005
Spain				
Western Sahara[3]				
United Kingdom of Great Britain and Northern Ireland				
All British Non-Self-Governing Territories	12 January 2004	2003		
Anguilla	13 January 2005	2004	11 January 2006	2004-2005
Bermuda	15 January 2005	2004-2005	12 January 2006	2005
British Virgin Islands	13 January 2005	2004	11 and 16 January 2006	2004-2005
Cayman Islands			13 January 2006	2004-2005
Falkland Islands (Malvinas)	11 February 2005	2004	12 January 2006	2004-2005
Gibraltar	13 January 2005	2004	12 January 2006	2005
Montserrat	13 January 2005	2004	11 January 2006	2005
Pitcairn	13 January 2005	2002-2004	11 January 2006	2004-2005
Saint Helena	1 February 2005	2004	12 January 2006	2005
Turks and Caicos Islands	13 January 2005	2004	11 January 2006	2005
United States of America				
American Samoa				
Guam			17 February 2006	2005
United States Virgin Islands			17 January 2006	2005

[1] For a preliminary list of Territories to which the Declaration on the Granting of Independence to Colonial Countries and Peoples (General Assembly resolution 1514 (XV) of 14 December 1960) applies, see *Official Records of the General Assembly, Eighteenth Session, Annexes*, addendum to agenda item 23 (A/54/46/Rev.1), annex I.

[2] According to its resolution 41/41 A of 2 December 1986, the General Assembly "considers that, in the light of the provisions of Chapter XI of the Charter of the United Nations and General Assembly resolutions 1514 (XV) and 1541 (XV), New Caledonia is a Non-Self-Governing Territory within the meaning of the Charter".

[3] On 26 February 1976, the Permanent Representative of Spain to the United Nations informed the Secretary-General that "the Spanish Government, as of today, definitely terminates its presence in the Territory of the Sahara and deems it necessary to place the following on record: ... (a) Spain considers itself henceforth exempt from any responsibility of an international nature in connection with the administration of the said Territory, in view of the cessation of its participation in the temporary administration established for the Territory ..." (A/31/56-S/11997). For the printed text, see *Official Records of the Security Council, Thirty-first Year, Supplement for January, February and March 1976*.

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Item 127 of the preliminary list*
Administration of justice at the United Nations

Administration of justice in the Secretariat: outcome of the work of the Joint Appeals Board during 2004 and 2005; and statistics on the disposition of cases and work of the Panel of Counsel

Report of the Secretary-General

Summary

The present report is submitted in response to the request of the General Assembly to the Secretary-General, in its resolution 55/258 (sect., para. 5), that he report to the Assembly on an annual basis on the outcome of the work of the Joint Appeals Board. In response to that request, the report of the Secretary-General on the administration of justice in the Secretariat (A/60/72 and Corr.1) provided information concerning the outcome of the work of the Joint Appeals Board for 2003-2004. The present report provides information on the work of all of the Joint Appeals Boards in New York, Geneva, Vienna and Nairobi for 2005. For comparative purposes, the present report also contrasts 2005 and 2004 data. In response to the request of the Assembly in its resolution 57/307, the report also provides statistics on the disposition of cases and information on the work of the Panel of Counsel. To that end, the above-mentioned report of the Secretary-General on the administration of justice in the Secretariat provided information on the disposition of cases and work of the Panel of Counsel for 2004. The present report provides that information for 2005.

* A/61/50 and Corr.1.

06-29649 (E) 270406

I. Introduction

1. In its resolution 55/258 (sect. XI, para. 5), the General Assembly requested that the Secretary-General report to it on an annual basis on the outcome of the work of the Joint Appeals Board. In response to that request, the report of the Secretary-General on the administration of justice in the Secretariat (A/60/72 and Corr.1) provided information on the work of all Joint Appeals Boards (New York, Geneva, Vienna and Nairobi) for the period 2003-2004. The present report provides information and numerical data on the work of the Joint Appeals Boards for 2005.

2. In its resolution 57/307 (para. 21), the General Assembly requested the Secretary-General to include statistics on the disposition of cases and information on the work of the Panel of Counsel in his annual report on the administration of justice in the Secretariat. In response to that request, the above-mentioned report of the Secretary-General on the administration of justice provided information on the disposition of cases and work of the Panel of Counsel for 2004. The present report provides such information for 2005.

A. Outcome of the work of the Joint Appeals Board

3. Table 1 below sets out information, in both numerical and graphic form, on the work of the Joint Appeals Boards in New York, Geneva, Vienna and Nairobi for 2004 and 2005 by providing the number of appeals and suspension of action cases filed and disposed of[1] during those years.

4. As can be seen from the information presented in table 1, there was an increase in the number of appeals filed with the Joint Appeals Boards during 2005. The New York Joint Appeals Board received 57 more appeals than in 2004, a significant increase of 136 per cent. As for the corresponding figures for the other Joint Appeals Boards there was a slight increase in the number of cases the Geneva Board received as compared to 2004. The Vienna Board received 3 more appeals in 2005, an increase of 150 per cent, and the Nairobi Board received 10 more appeals, an increase of 166 per cent.

5. There is also a difference between the two periods in the number of cases disposed of by the Joint Appeals Boards. Both the New York and the Geneva Joint Appeals Boards disposed of fewer appeals during 2005 than in 2004. Specifically, the number of appeals disposed of by the New York Joint Appeals Board decreased by 10 per cent in 2005, while the number of appeals disposed of by the Geneva Joint Appeals Board decreased by 26 per cent. The decreases were directly related to the significantly expanded number of disciplinary cases that were referred to those two Boards during 2005, which were given priority of consideration over appeals (see also para. 7 below). The Vienna Joint Appeals Board disposed of seven fewer cases in 2005 than during 2004, a decrease of 88 per cent, while in Nairobi the Board disposed of 13 more cases in 2005 than in 2004, an increase of 163 per cent.

[1] The term "disposed of" refers to appeals with respect to which the Joint Appeals Board has completed its involvement. The figures may include appeals which, though filed during a previous year, were disposed of in subsequent years due to an existing backlog. This explains why, at times, the number of appeals disposed of is higher than the number of appeals filed.

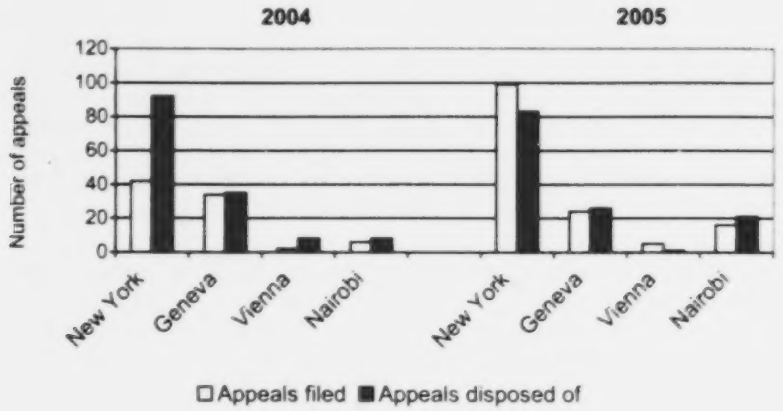
6. As to the number of pending appeals at the end of the reporting period, the Vienna Joint Appeals Board had four pending appeals. The Nairobi Board had nine pending appeals, whereas the Geneva Board had 33 pending appeals and 18 pending disciplinary cases. The New York Board continues to have the highest number of pending appeals, although there was a noticeable decrease in the backlog from 117 cases in 2003 to 69 by the end of 2004. At the end of 2005, the number of pending appeals at the New York Board was 85 (this figure includes the 232 cases contesting the same administrative decision, which are therefore counted as one). The New York Board also had 18 pending disciplinary cases at the end of 2005.

7. Disciplinary cases are also handled by the secretariats of the Joint Appeals Boards and are always considered on a priority basis. In 2005, 22 disciplinary cases were referred to the New York Joint Disciplinary Committee, which considered 14 of those cases. As for the Geneva Joint Disciplinary Committee, it considered four disciplinary cases (out of the 19 cases referred to it), and the Nairobi Joint Disciplinary Committee considered one disciplinary case. No cases were submitted to the Vienna Joint Disciplinary Committee during 2005.

Table 1
Number of appeals and suspension-of-action cases filed and disposed of by all Joint Appeals Boards in 2004 and 2005

Standing Joint Appeals Boards	*2004*	*2005*	*Percentage of variance*
New York: appeals filed	42[a]	99	+136
New York: appeals disposed of	92	83	-10
Geneva: appeals filed	34	24	-29
Geneva: appeals disposed of	35	26	-26
Vienna: appeals filed	2	5	+150
Vienna: appeals disposed of	8	1	-88
Nairobi: appeals filed	6	16	+166
Nairobi: appeals disposed of	8	21	+163

[a] One of these appeals comprises 232 cases contesting the same administrative decision (of these 232 cases, 149 were filed with the Joint Appeals Board on 26 December 2003 but were assigned 2004 case numbers by the secretariat of the Board) (see A/60/72/Corr.1).



8. Table 2 below and its accompanying figures provide, in both numerical and graphic forms, information on the decisions taken by the Secretary-General on reports of the Joint Appeals Board for 2004 and 2005.

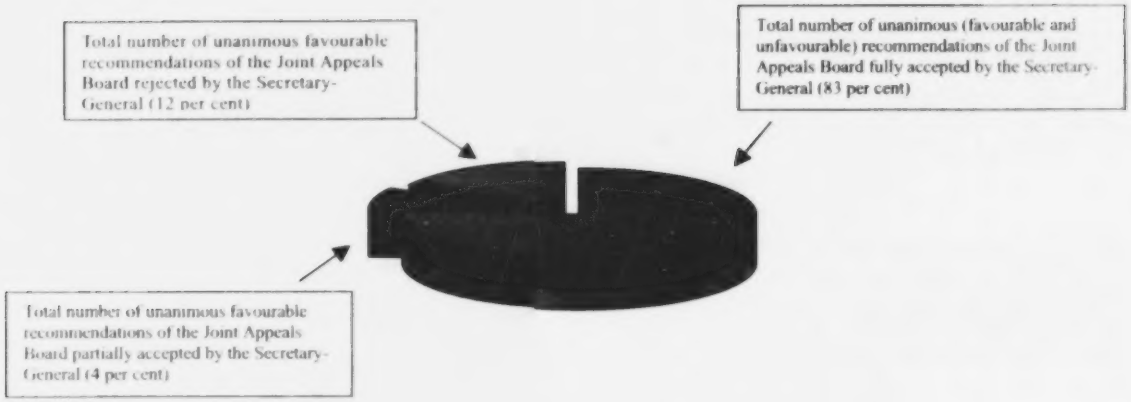
Table 2

Breakdown of decisions by the Secretary-General on unanimous recommendations of the Joint Appeals Board on appeals and requests for suspension of action in 2004 and 2005

2004

Joint Appeals Board reports from	*Total number of decisions on reports*	*Total number of unanimous recommendations of the Board*	*Total number of unanimous recommendations of the Board fully accepted by the Secretary-General*	*Total number of unanimous recommendations of the Board partially accepted by the Secretary-General*	*Total number of unanimous favourable recommendations of the Board rejected by the Secretary-General*	*Total number of unanimous unfavourable recommendations of the Board*
New York	60	59	48 (81%)	3 (5%)	7 (12%)	37 (63%)
Geneva	15	15	14 (93%)	0	1 (7%)	11 (73%)
Vienna	5	5	4 (80%)	0	1 (20%)	3 (60%)
Nairobi	5	5	4 (80%)	0	1 (20%)	2 (40%)
Total	**85**	**84**	**70 (83%)**	**3 (4%)**	**10 (12%)**	**53 (63%)**

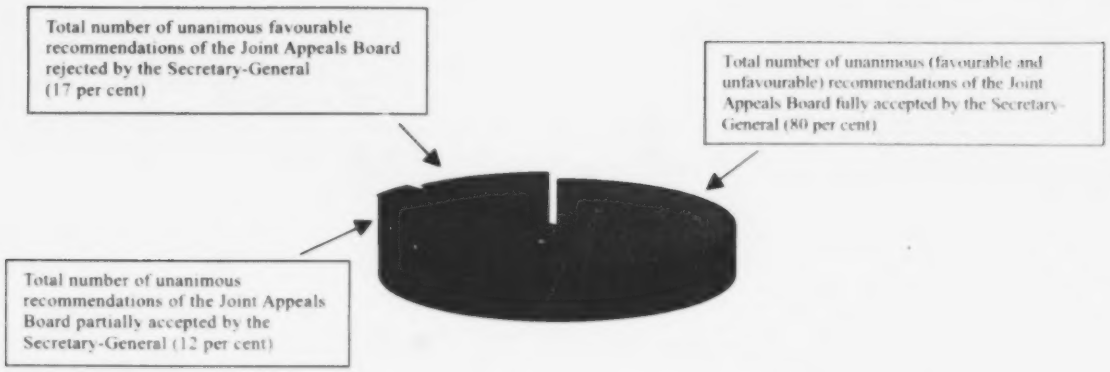
87% (full and partial acceptances)


Total number of unanimous favourable recommendations of the Joint Appeals Board rejected by the Secretary-General (12 per cent)
Total number of unanimous (favourable and unfavourable) recommendations of the Joint Appeals Board fully accepted by the Secretary-General (83 per cent)
Total number of unanimous favourable recommendations of the Joint Appeals Board partially accepted by the Secretary-General (4 per cent)

2005

Joint Appeals Board reports from	*Total number of decisions on reports*	*Total number of unanimous recommendations of the Board*	*Total number of unanimous recommendations of the Board fully accepted by the Secretary-General*	*Total number of unanimous recommendations of the Board partially accepted by the Secretary-General*	*Total number of unanimous favourable recommendations of the Board rejected by the Secretary-General*	*Total number of unanimous unfavourable recommendations of the Board*
New York	91	88	71 (81%)	11 (13%)	8 (9%)	35 (40%)
Geneva	17	17	14 (82%)	1 (6%)	3 (18%)	12 (71%)
Vienna	4	4	4 (100%)	0	0	3 (75%)
Nairobi	17	17	12 (71%)	3 (18%)	11 (12%)	10 (59%)
Total	**129**	**126**	**101 (80%)**	**15 (12%)**	**22 (17%)**	**60 (48%)**

92% (full and partial acceptances)


Total number of unanimous favourable recommendations of the Joint Appeals Board rejected by the Secretary-General (17 per cent)
Total number of unanimous (favourable and unfavourable) recommendations of the Joint Appeals Board fully accepted by the Secretary-General (80 per cent)
Total number of unanimous recommendations of the Joint Appeals Board partially accepted by the Secretary-General (12 per cent)

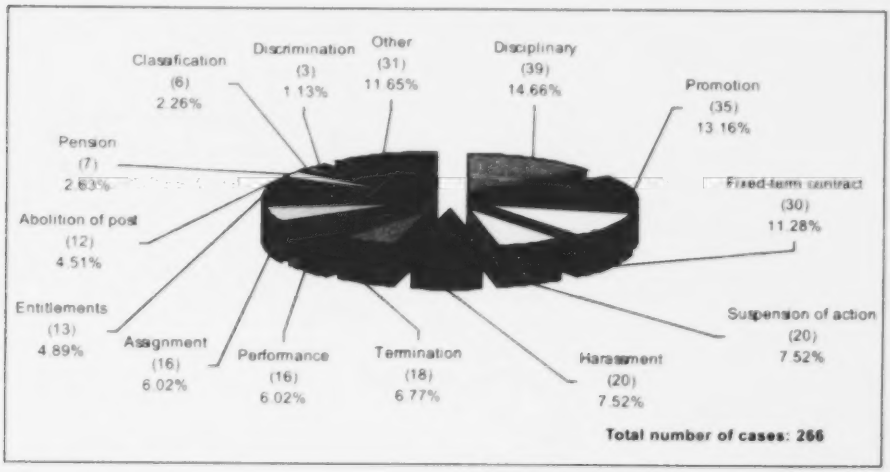
9. As can be seen from table 2 above and its accompanying figures for 2004 and 2005, the percentage of full and partial acceptances by the Secretary-General of unanimous recommendations of the Joint Appeals Board increased in comparison to the previous year (87 per cent for 2004 and 92 per cent for 2005). The percentage of rejections by the Secretary-General of unanimous recommendations of the Board that were favourable to the appellants was relatively low in both periods (12 per cent in 2004 and 17 per cent in 2005).

10. This is in line with the stated policy of the Secretary-General, which is normally to accept unanimous recommendations unless there is a compelling reason of law or policy not to do so. In all such instances, the decisions of the Secretary-General provide detailed reasons for such rejection, which in most cases is attributable to the incorrect application of law or policy by the Joint Appeals Board or inadequate fact-finding that is not supported by the evidence available. With the increased training for the members of the Joint Appeals Board and the Joint Disciplinary Committee in the applicable law and policies of the Organization and the availability of the web-based repository of the recent jurisprudence of the Administrative Tribunal (encompassing jurisprudence on judgements rendered from 1980 onwards), the Secretary-General trusts that unanimous recommendations will be more reliably supported by the evidence, as well as reflective of the applicable law, and that consequently the percentage of acceptable recommendations would rise even more. The Secretary-General, however, would still have the discretionary authority to reject unanimous recommendations of the Joint Appeals Board should he find that it is in the interest of the Organization to do so.

B. Statistics on the disposition of cases and work of the Panel of Counsel

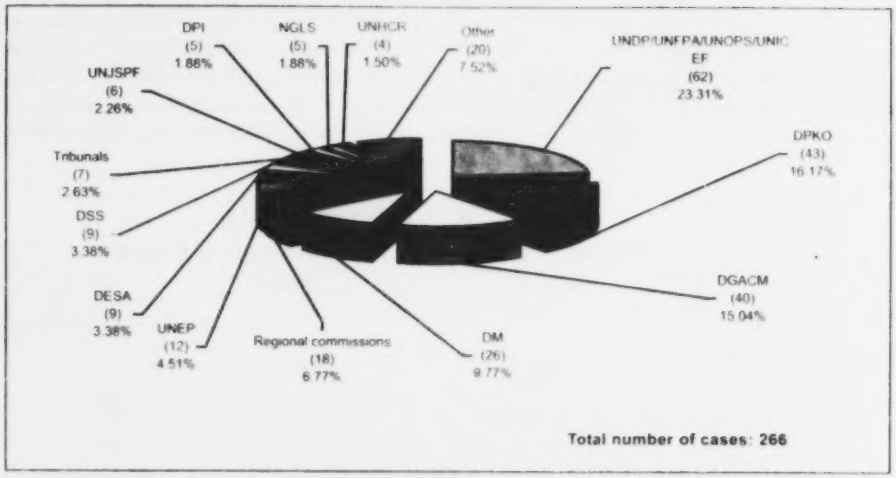
11. In 2005, there were a total of 266 new cases brought to the Panel of Counsel in New York, compared to 224 cases in 2004, an increase of 18.75 per cent. As shown in Table 3 below, most of those cases concerned disciplinary matters (14.66 per cent); promotion (13.16 per cent); and non-renewal of fixed-term contracts (11.28 per cent). It is important to note that disciplinary cases are the most labour intensive.

Table 3
Subject matters and number of cases dealt with by the Panel of Counsel during 2005



12. As can be seen from table 4 below, many of the requests for assistance addressed to the New York Panel of Counsel during 2005 came from staff members in field-oriented departments and agencies, in particular the Department of Peacekeeping Operations and the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS) and the United Nations Children's Fund (UNICEF).

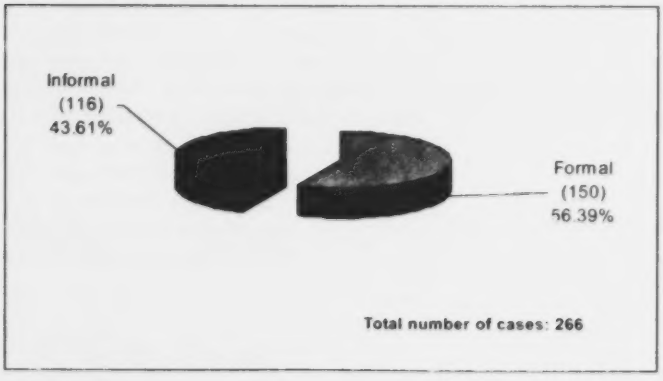
Table 4
Departments/agencies where most cases originated[a]



[a] UNJSPF — United Nations Joint Staff Pension Fund; DPI — Department of Public Information; NGLS — United Nations Non-Governmental Liaison Service; UNHCR — United Nations High Commissioner for Refugees; DPKO — Department of Peacekeeping Operations; DGACM — Department for General Assembly and Conference Management; DM — Department of Management; UNEP — United Nations Environment Programme; DESA — Department of Economic and Social Affairs; DSS — Department of Safety and Security.

13. Of the 266 new cases in 2005, 116 (or 43.61 per cent) were dealt with informally while 150 (or 56.39 per cent) went through the formal process (see table 5 below).

Table 5
Informal resolution versus formal appeals: new cases in 2005



14. **The General Assembly may wish to take note of the present report.**